2025-2030

Strategic Master Plan

Academic Degrees. Technical Training.

BELMONT COLLEGE

Belmont College is chartered as a two-year public technical community college authorized by the State of Ohio to offer courses, provide programs, and confer certificate of completion and associate degrees.
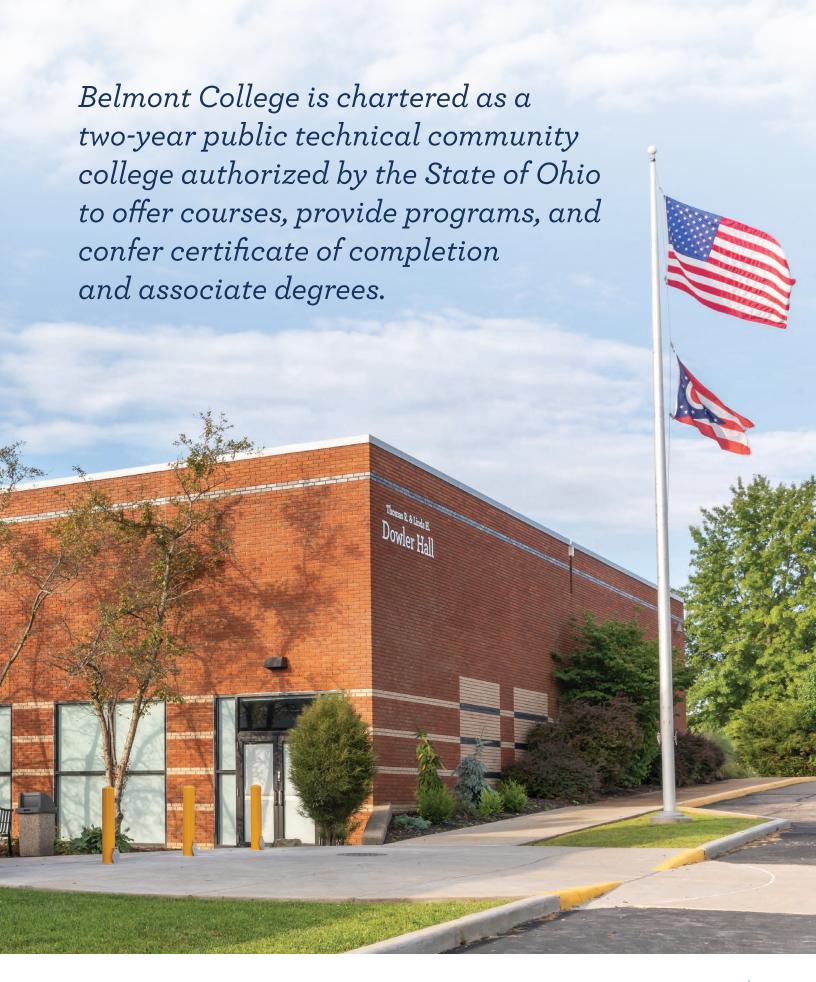
MISSION

Belmont College will provide affordable, achievable, and meaningful academic degrees and technical training to all who seek them.

VISION

Belmont College will be a first choice among our potential students seeking quality academic degrees and technical training that is also affordable and achievable.

Statement of Commitment

COMMITMENT 1

Belmont College will educate students by means of free, open, and rigorous intellectual inquiry to seek the truth.

COMMITMENT 2

Belmont College's date is to equip students with an opportunity to develop the intellectual skills they need to reach their own, informed conclusions.

COMMITMENT 3

Belmont College is committed to not requiring, favoring, disfavoring, or prohibiting speech or lawful assembly.
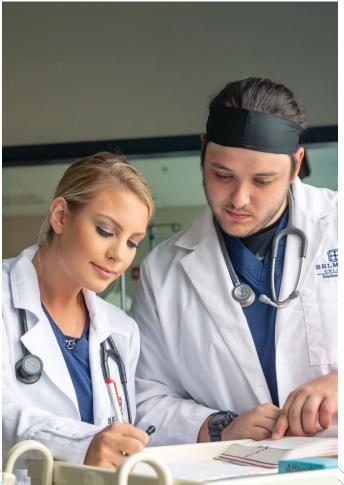
COMMITMENT 4

Belmont College is committed to creating a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth, and tolerates the difference in opinion that naturally occur in a public higher education community.

COMMITMENT 5

Belmont College's duty is to treat all faculty, staff, and students as individuals, to hold them to equal standards, and to provide them equality of opportunity, with regard to those individuals' race, ethnicity, religion, sex, sexual orientation, gender indignity, or gender expression.

Enrollment and Student Success

Belmont College will continue to stabilize and grow enrollment by diversifying recruitment strategies and improving student outcomes.

GOAL 1

Grow College Credit Plus (CCP)

Deepen partnerships with regional high schools, expand hybrid and online options, and develop academic program pathways to maximize CCP enrollment.

GOAL 2

Recruit Adult Learners & Career Changers

Develop microcredentials, short-term certificates, and evening/weekend programs to attract adults seeking career training refreshers and/or new skills.

GOAL 3

Expand Online Offerings

Add additional high-demand general education and workforce courses in online formats with flexible pacing.

GOAL 4

Strengthen Transfer Pathways

Develop and formalize 2+2 articulation agreements with public and private universities within the state of Ohio.

Workforce Alignment and Economic Development

Belmont College will align programs with regional labor market needs to drive employment outcomes and regional growth.

GOAL 1

Develop Workforce Hubs

Partner with local employers to offer on-site or mobile training programs.

GOAL 2

Create Internships

Work with local chambers and employers to establish paid work-based learning opportunities.

GOAL 3

Launch Rapid Training Programs

Offer 6 to 12-week bootcamps in high-need sectors.

GOAL 4

Develop and Engage Advisory Boards

Ensure all career programs offered through our Workforce Development and Community Education have active employer advisory boards to keep curriculum relevant.

Community Engagement and Visibility

Belmont College will continue to build and maintain community relationships by positioning the college as a location for lifelong learning and community vitality.

GOAL 1

Host Community Events

Offer speaker series, concerts, high school events, and civic forums on campus.

GOAL 2

Offer Lifelong Learning Courses

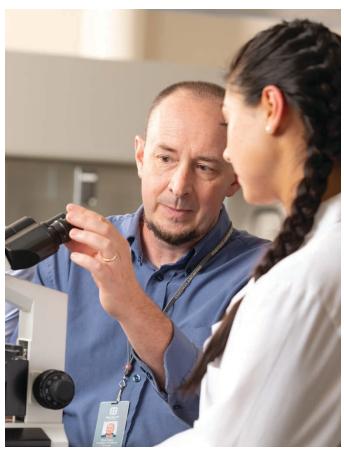Offer non-credit enrichment classes for retirees and community members.

GOAL 3

Partner with K–12 and Other Institutions

Co-host STEM fairs, tutoring, and summer programs with local institutions.

GOAL 4

Partner with Private Entities

Offer non-credit workforce training to local businesses to enhance and upskill their current employees and to remain competitive in the workforce.

▶ **STRATEGIC PRIORITY**

Institutional Sustainability

Belmont College will ensure long-term financial and operational resilience.

GOAL 1

Pursue Grants and Partnerships

Hire a full-time grant writer and continue to build and sustain partnerships.

GOAL 2

Optimize Facilities Use

Lease underused space to small businesses, nonprofits, or co-working ventures and review the course schedules to be sure that course offerings utilize available spaces appropriately.

GOAL 3

Explore Shared Services

Partner with nearby colleges for shared IT, HR, and other viable positions.

GOAL 4

Implement Cost Controls

Conduct a thorough program audit to phase out low-demand programs and reinvest in growth areas.

Culture and Leadership

Belmont College will continue to cultivate an adaptive, student-focused culture across the institution.

GOAL 1

Invest in Professional Development

Offer professional development opportunities to employees that support career growth and advancement, while maintaining a strong commitment to academic excellence and student success.

GOAL 2

Empower Middle Managers

Involve directors and managers in planning, budget development, and accountability.

GOAL 3

Shared Governance

Integrate shared governance into key college-wide initiatives, such as strategic planning, accreditation, budget allocation, and policy development

GOAL 4

Hiring and Recruitment

Recruit, hire, and retain a diverse group of highly qualified employees with relevant, real-world experience to drive excellence and organizational success.

ASSESSMENT FACTORS

Metrics for Success

AREA	KEY PERFORMANCE INDICATOR
Enrollment	Increase in headcount each academic year
Retention	Increase in fall-to-fall retention for degree-seeking students
Workforce Development and Community Education	85% job placement within 6 months post-certification
Fiscal Health	Zero based balanced budget with 5% revenue profit

BELMONT
COLLEGE

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